
Multistakeholder approaches to evaluating social change in rural Peru

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Key Words

Force Field, Timeline, The Wheel, Gaps and Conflicts, Forum, International Development, Peru, Community Development, Agriculture, Social Organization, Rural Development, Social Change, Multistakeholder, Markets, Participatory Action Research

Context

- The Centre for Research, Education and Development (CIED) is a national institution that has been operating for more than 35 years.
- Its focus is on innovation in agricultural technology and social organization for rural development.
- There is a need to engage various stakeholders directly in ongoing assessments of the impacts of projects and the factors that determine success.

Questions

- What are the main barriers *campesinos* face when trying to link up with product production chains?
- What are the main changes in communities resulting from project interventions?
- What are the issues that cause tension between particular groups in communities?



Participants

- A three-member training team from CIED
- 920 *campesinos* in 20 workshops
- 50 Peruvian professionals from various non-governmental organizations



Tools

- Force Field
- Timeline
- The Wheel
- Gaps and Conflicts

Examples of Results

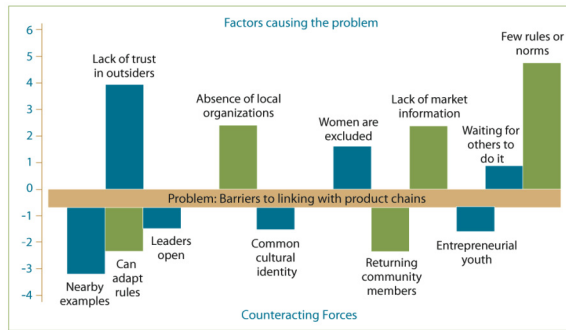
Force Field examined the major barriers *campesinos* face when trying to link up with product chains, including:

- Lack of trust in outsiders
- Absence of local organizations
- Lack of market information
- Few rules or norms
- Women are excluded from business relationships
- Waiting for institutions to do it for them

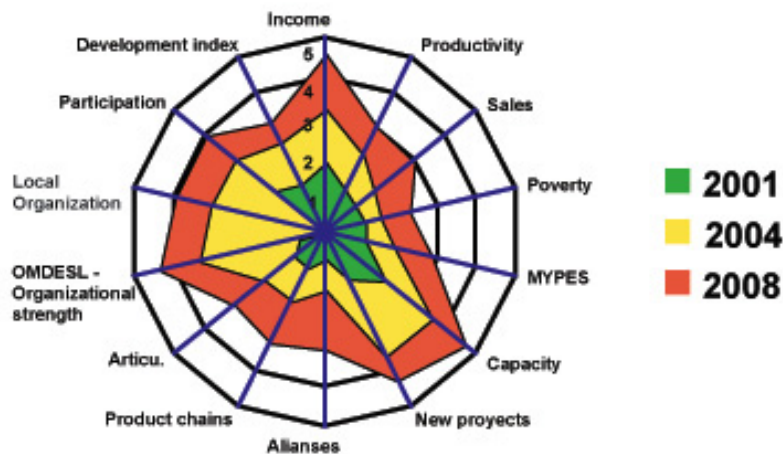
The factors that could improve the situation or prevent it from getting worse are:

- Having some nearby examples of successful business relationships
- A common cultural identity that would allow trust to develop
- Returning community members bringing information on markets
- Adapting the rules and norms of other organizations to the problems faced in the community
- Leaders who are open to receiving training
- Entrepreneurial youth who are keen to try new things.

The analysis led to plans to visit neighbouring communities and individuals with thriving relationships to markets. The visits will emphasize review of quality standards, the selection of appropriate technology and rules and norms.



Timeline and *The Wheel* examined major changes in the community over three time periods. The assessment included criteria developed by participants and criteria provided by CIED. Plans were made to paint murals in the towns and to make other improvements that would reflect positive community changes.



Gaps and Conflicts helped participants assess the nature of tension between particular groups in communities. They concluded that the tensions are mostly about gaps in information and moral values: there is a need to overcome culturally ingrained tendencies to exclude certain groups and families from access to information and opportunities.

Outcomes

- Barriers and problems associated with product chains and the conditions needed for success were highlighted, and participants made plans to draw on insights from positive local experiences.
- People identified positive changes and accomplishments over time, enhancing their confidence in the future and the potential for further improvement. *“We work with many groups in our industries and tourist sector, and are recognized nationally.”*
- CIED and other agencies, such as the Interamerican Development Bank and the Cement Factory of Peru, recognized the value of a multi-stakeholder and inter-institutional approach to project planning and assessment.



Contributions of SAS²

- Farmer leaders are using tools independently to design their own projects. *“We have fun and do work with these figures.”*
- The tools can be adapted to the needs of project networks, large companies, and government agencies.
- Time management when using the tools remains a challenge, especially for *campesinos*.